WORKFORCE HORIZONS
Planning Tomorrow's Workforce Today

THE SEARCH FOR COMPETENCIES

One of the most important steps in workforce planning is identifying critical job-related competencies for positions that will be vacated or need to be filled in the future. What are competencies? They are the "knowledge, skills, abilities, attitudes, and behaviors, necessary to perform a job."[1] Competencies can be used for training and development purposes or for determining what to assess during selection and hiring. So in addition to identifying competencies, you must determine how you will assess them and use them to build your future workforce. This process is sometimes referred to as job profiling or competency modeling.

So, how do you get started? Look at the job duties. What does the incumbent do now? What changes in duties may be expected in the future that might affect the competencies

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> ### WORKFORCE PLANNING MAXIM OF THE DAY
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> **From The Do's and Don'ts of Competency Modeling:** "Realize that competencies are useful only when they are made measurable and observable."
>
> –William J. Rothwell, Professor of Human Resources Management, Penn State University

required? Having persons who are expert in doing the job such as current incumbents and supervisors review and update job descriptions is a good starting point.

Here are the basic steps to job profiling:

1. Identify important job duties and tasks

2. Develop a list of competencies required to successfully perform job tasks

3. Establish the connection between tasks and competencies

4. Choose which competencies to assess and how

5. Document the process

When you get to step 2, you may decide to develop your own competency lists from scratch. However, there are many lists out there, and a shortcut you can take is to use one of these lists as a starting point to generate your list. See the article below for some sources of competency lists.

[1] From the Workforce Planning Resource Guide for Public Sector Human Resource Professionals IPMA (2002).

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LAST CHANCE TO REGISTER FOR BASICS OF WORKFORCE PLANNING WORKSHOP

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The Department of Civil Service will deliver a one-day workforce planning workshop on July 11, 2006. The workshop is intended primarily for agency Undersecretaries and Human Resources Directors but is also open to any other staff agencies wish to send who are concerned with workforce planning. The purpose of the workshop is to raise awareness of the importance of and need for workforce planning, to provide the participants with the fundamentals of what workforce planning is and how to do it, and to provide some examples of practical experiences and best practices being done in the field.

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Registration for this workshop closes on June 15, 2006

To register, have your HR Director use the online form by going to the HR *Info* web site accessible from the Civil Service main web page.

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SOURCES OF COMPETENCY LISTS AND DEFINITIONS

NOTE: These competency lists should not be adopted "as is." They were developed after extensive study and subject matter expert review for their particular organizations and jobs. However, they can serve as a starting point to generate core competency lists so you don't have to invent them from scratch. Taking competencies from these lists as a starting point, subject matter experts in your jobs can add, delete or edit them as appropriate to fit your jobs and organization.

Georgia's G-Comps Competency Dictionary for Workforce Planning: This is one of the best-organized and most comprehensive sources. It incorporates some material from other listed sources such as MOSAIC (the federal government OPM designed system) www.gms.state.ga.us/agencyservices/wfplanning/index.asp

MOSAIC (Multipurpose Occupational Systems Analysis Inventory-Closed Ended): This is the federal government's comprehensive inventory developed by OPM. It is subdivided into three groups of competencies: 1) Leadership Competencies, 2) Competencies for Professional and Administrative Occupations, and 3) Competencies for Clerical and Technical Occupations. www.opm.gov.

LMSS Competencies: These were developed by LSU Workforce Development specifically to create a competency model for managerial and supervisory positions in Louisiana State government to be used initially to identify training needs. There are several versions of definitions of these competencies. In the recent 2005 CPTP Needs Assessment report, the competency definitions listed were almost identical to the

MOSAIC leadership competencies. Since these deal only with managerial and supervisory positions, they are less comprehensive than Georgia's G-Comps or the federal MOSAIC system. www.lsuworkforcedevelopment.com

Henrico County Virginia LDP Competencies: Henrico county's workforce planning includes a Leadership Development Program (LDP). Managerial competencies have been developed and grouped into three sub-categories; 1) Competencies for Upper Managers, 2) Competencies for Middle Managers, and 3) Competencies for First-Line Supervisors. These competencies are very well written. They are concise and more concrete than most. The language is action-oriented and objective, not as abstract as most competency definitions. www.co.henrico.va.us/hr

IPMA HR Competency Model: This is a set of twenty-two competencies developed specifically for Human Resources positions. They could be used as-is for workforce planning for Human Resources positions, but many of the competencies could be adapted to other jobs with slight modifications. www.ipma-hr.org

Civil Service Master Competency List for Professional Jobs: This is a composite list of thirty-eight competencies developed internally by Civil Service as a potential job aid for agencies to use with delegated authority. It consists of modified competencies from these sources (LMSS, MOSAIC, Civil Service PPR factors, Structured Oral competencies developed for Civil Service by Darany and Associates). It has not undergone any agency review at this point (not yet available online).

WORKFORCE PLANNING WEBSITES

There are a number of websites that are excellent sources of workforce planning information. Here is a list of my favorite workforce planning sites.

NASPE (National Association of State Personnel Executives): www.naspe.net. If you type "workforce planning" into the search box this site will give you a menu that will allow you to link to several other state workforce planning websites and / or documents including California, New York state, and South Carolina.

Workforce Management magazine: www.workforce.com. This website has feature articles on-line and a great archive of past articles. It is the same organization that publishes the printed version of Workforce Management magazine.

Henrico County, Virginia: www.co.henrico.va.us/hr. This is the website for the Human Resources Department of Henrico County, Virginia. Under the "Programs" heading, they have lots of useful data on succession management and workforce planning. They have been doing this for eight years. They have a leadership development program (LDP) started in 1996 which identified competencies for each job and made them part of the county employment culture. Now they are moving on to creating individual development plans for each employee. The website has a detailed Leadership Development manual, defined competency lists, forms used for creating individual development plans, etc.

IPMA-HR: www.ipma-hr.org . This is the web site for the International Public Management Association for Human Resources. If you are a member, you can

view or download recent back issues of their newsletter, IPMA-HR News. Often entire issues are devoted to workforce and succession planning.

Federal Office of Personnel Management: www.opm.gov. This is the website for the Federal Government's Office of Personnel Management. It has some good general material.

Georgia State Merit System site: www.gms.state.ga.us/agencyservices/wfplanning/index.asp. This is the workforce planning site for the Georgia State Merit system. Of the states, they have one of the more comprehensive workforce plans. Governing magazine rated strategic workforce planning as an area of strength (highest rating) for the Georgia merit system.

LSU Division of Workforce Development: www.lsuworkforcedevelopment.com This site includes management training courses offered by LSU workforce development through CPTP and information on the LMSS competency model for supervisory and management positions in state government.

Achieve Global: www.corpserv.delta.edu/achieve_global/achieve_global_home.htm. This site is for the corporate training firm Achieve Global. They were used by the state of Florida for creating management training for succession planning.